

# MEMORANDUM

To clarify my own thinking to date and to serve as the basis for discussion of the current responsibilities of Operations, I submit this memorandum which should be considered as extremely tentative, but one step better than a verbal statement.

The Director of Training is responsible for all training operations in the Central Intelligence Agency.

Training will be conducted as close to actual operations as possible and will utilize operating personnel who are available and have the aptitude for training others.

## Management and Training

The objective of management in terms of process is the development of people.

As a staff function of top management, training should therefore formulate its program and design its operations in terms of these two objectives:

The development of people  
Increased efficiency in operations

Colonel Baird

24 Feb 51

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Target Objectives for Operations

From the briefing that members of the staff have been good enough to give me to date, it appears that the following are the target objectives for Operations.

1. Junior Officer Training

To begin 9 July 1951

Approximately fifty junior officers, college graduates with a career interest in Intelligence, to be recruited between 1 March and 1 July. Training program to prepare them to enter upon regular working responsibilities in C.I.A. on 1 October 1951.

7 2. Advanced Officer Training

To begin 1 May 1951

A refresher type of general training for intelligence work. Course to be not more than three hours per day, five days per week, for a period of six to eight weeks. Course to be repeated several times during the year. Primarily for personnel permanently or temporarily on duty in Washington.

3. Orientation to the Agency

To be conducted again the week of 9 April 1951.

As a result of comments and general discussion of the first program, to revise the entire program and run it probably for five days, 9 a.m. - noon, each day. To be repeated every eight weeks.

4. Career Management Program

To begin 15 May 1951

As a result of a general canvass of all offices in C. I. A. and intensive planning conferences with several offices, to get under way a career management program that will be tailored to the current organizational status of C. I. A., the resources of the Personnel Office, and the specific needs of the offices where the program is to be initiated.

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5. Language Training

In operation

To nail down responsibility of School of Language Training, Foreign Service Institute, Department of State, to do any language training required by the Agency or to be responsible for securing language teachers for language training that cannot for any reason be conducted in the Foreign Service Institute building.

6. Lecture Series

To begin 9 April 1951

To secure authorization to provide one outstanding lecturer in the field of foreign affairs on a regular afternoon each week, October through May. Leading C. I. A. personnel could well be utilized as featured lecturers. Lecture fee for speakers outside the Agency would run from \$100 to \$250. After the lecture, a seminar group of not over thirty-five people would meet with the lecturer for more intensive discussion of topic; admission to the seminar would be by written memo only.

7. Evaluation Procedures

To begin 15 March 1951

Through utilizing resources already in the Agency, developing relationships with the Educational Testing Service, and calling upon other consultants as required, to establish evaluation procedures to be administered by the Office of Training in connection with all programs.

8. Special Training Programs

To begin 1 June 1951

Functional training in such fields as supervision, map making and reading, report writing, public speaking, rapid reading, techniques of investigation, clerical skills, top management administrative conferences, etc. to be organized where demand appears to justify the establishment of single or repeated programs.

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